

S.E.C.R.E.T

7 July 1955

MEMORANDUM FOR: Members of the CIA Career Council

SUBJECT: Selection for Attendance at those External Training Facilities Requiring Approval of the DCI.

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1. Regulation [redacted] dated 1 December 1953, establishes policy and procedures for participation in training at non-CIA facilities. According to this Regulation the CIA Career Council reviews and makes recommendations to the DCI on participants in certain of these Programs. Notice [redacted] dated 9 March 1954 lists the ten Programs for which the Council considers applicants.

2. At its meeting on 19 November 1954 the Council, in connection with consideration of applicants for the Advance Management Course at the Harvard University Graduate School of Business Administration, agreed that henceforth the Council would participate to a greater extent in the selection of candidates for the several Programs. This decision resulted in the distribution to each Council member of briefs on each applicant for these Programs prior to the Council's deliberation and recommendation to the Director.

3. Experience indicates that review of applicants and choice therefrom does not fully carry out the Council's desire to make a sound selection based on qualifications and aptitudes of the individual and on the Agency requirements for such training as related to the individual's present and contemplated duties and responsibilities. The difficulty of eliciting applicants for certain Programs that are generally conceded to be desirable is readily apparent from the inadequate numbers that have applied. The problems of selection (from applications submitted) are even greater since those applying are not necessarily qualified (as in the case of the Armed Forces Staff College applications attached where none of the three applicants were considered qualified by the screening panel.)

(See Item 3 of Agenda)

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4. It is suggested that the method of selection of participants in the Programs listed in Notice [redacted] be revised. It is further suggested that the Council or a group appointed by the Council actively participate in the designation of participants for such Programs and that these designations be made not from a group of voluntary applicants but from qualified Agency personnel for whom such training is deemed desirable. The facilities of the Executive Inventory could be made available for this purpose.

(* Filed at Tab — "Supporting Documents") /s/

(4) Exec. comm. for invite
& may. groups to select
and submit

Director of Personnel

/s/

Director of Training

S.E.C.R.E.T

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Date: 16 June 1955

MEMORANDUM FOR: CIA Career Council

FROM: Chairman, Selection Panel

SUBJECT: Report of Panel to Review Applications for the Armed Forces Staff College

1. The qualifications of candidates from whom applications had been received for the August 1955 class of the Armed Forces Staff College were considered on 1 June 1955 by a panel convened for this purpose. Members of the panel were:

Mr. Matthew Baird, Chairman

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representing DD/P

representing DD/S

representing DD/I

2. Panel representatives unanimously agreed that none of the three candidates was qualified to represent the Agency at this time.

3. As a result of personal interviews with the candidates, the panel was able to counsel each of them on his training needs. The panel recommended:

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a. That Mr. [REDACTED] of ORR apply for the Associate Command and General Staff Officer Course at Ft. Leavenworth, Kansas.

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b. That Mr. [REDACTED] of ORR apply for an appropriate course of the Army Transportation School at Ft. Eustis, Virginia.

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c. That Mr. [REDACTED] of Logistics consider a program which would include the Associate Command and General Staff Officer Course plus one of the several Comptrollers' Courses available in Department of Defense Schools.

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4. At its 1 June meeting, the panel informally discussed the qualifications of Mr. [REDACTED] from whom an application already had been received for the January 1956 class of the Staff College. At the time of applying Mr. [REDACTED] On 7 June 1955 a memorandum was received from Chief, FE requesting consideration of Mr. [REDACTED] application for the August 1955 class. The request was endorsed by General [REDACTED] representing DD/P. Other panel members concur in recommending Mr. [REDACTED] to the Career Council as qualified to represent the Agency at the Armed Forces Staff College class convening 22 August 1955.

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-2-

5. The original applications, plus twelve sets of qualifications briefs on the four candidates, are enclosed. All Training Request Forms should be returned to the Language and External Training School, Room 2129 I Building.

/s/

MATTHEW BAIRD
Director of Training

Enclosure

4 applications
12 sets of briefs

~~C-O-N-F-I-D-E-N-T-I-A-L~~

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Next 3 Page(s) In Document Exempt

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DRAFT

PERSONNEL

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THE CAREER STAFF
OF THE
CENTRAL INTELLIGENCE AGENCY

1. GENERAL

All other changes have been reviewed and approved by the staff except p. 6 and p. 16

This Regulation establishes the Career Staff of the Central Intelligence Agency effective 1 July 1954 and prescribes related policies, responsibilities and procedures. Membership in the Career Staff will be limited to US citizen Staff Employees and Staff Agents who are eligible for consideration and are accepted for membership in accordance with the provisions of this Regulation.

2. DEFINITIONS

a. The Career Staff

A group of carefully selected and trained individuals who accept an obligation to devote themselves to the needs of the Agency, and who intend to make a career with the Agency.

b. "Trial service period"

The first year of service in CIA as defined in [REDACTED]

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c. "Provisional period"

Three years active service in CIA which is a prerequisite to consideration for membership in the Career Staff.

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d. "Active Service"

For the purpose of 2c above, active service need not be continuous ~~service~~ and will include any of the ~~following periods~~:
periods defined or qualified in paragraph 3 below.

e. "~~Credit~~ Services"

~~is used herein as defined in~~ [REDACTED]

3. CREDITABLE SERVICE

a. Generally, "Active service" will include any of the following periods:

- (1) Time on duty, under one or more appointments as a Staff Employee or Staff Agent, on or after 18 September 1947, the official date of the establishment of the Central Intelligence Agency,
- (2) Absence on leave with pay.
- (3) Continuous absence on leave without pay which does not exceed ~~72 days in the aggregate within a calendar year~~ 30 successive days, except that absence on leave without pay for Agency ~~approved~~ approved ~~outside~~ external training will be fully counted.

- b. "Active service" for the purpose of 2c above ~~may~~, ~~at the discretion of the CIA Selection Board~~, will include other service not to exceed two years in the Agency in a civilian or military status or military service of an employee who has been selected as a Staff Employee or Staff Agent after having left the Agency to enter the Armed Forces detailed civilian or military status provided:

-2-

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- (1) Such service was performed on detail under military orders or on official civilian detail from another government Agency, and
 - (2) Such service was in a capacity essentially similar to that which the detailed individual was subsequently assigned as a Staff Employee or Staff Agent, and
 - (3) In no case will such service be credited until one full year has been served as a Staff Employee or Staff Agent and the employee has passed the one year trial service period
- c. Military service of a Staff Employee or Staff Agent who has been restored to civilian employment after military duty shall not be credited toward the requisite three-year provisional period unless such military service was undertaken at the request of CIA, except that military service of an individual who has entered the armed forces when he is not detailed to CIA but is undergoing basic training or other military training or duty approved by CIA, will be credited at the rate of one-half day for each day of such duty toward the requisite three-year provisional period, provided he shall have served for one full year as a Staff Employee or Staff Agent.
- d. Service which includes the following categories, career agent, contract employee, contract agent, field agent, consultants, etc.,

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can be credited, when requested by the Head of the appropriate Career Service, to a Staff Employee or Staff Agent toward the required three year provisional period only after review and decision of approval by the Board in each individual case.

4. POLICY

- a. The Career Staff of the Central Intelligence Agency will consist of personnel selected from among Staff Employees and Staff Agents. Personnel selected for membership will be afforded, within the framework of applicable laws, preferential consideration for job security and special training as well as other benefits and facilities now or hereafter provided for members of the Career Staff. Those individuals selected for membership in the Career Staff will be designated as Career ~~Staff~~ Employees ~~of Career Staff Agents, as appropriate.~~
- b. Personnel who are accepted for membership in the Career Staff will have the obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of CIA and they are assured that, in order to carry out this policy, full consideration will be given to their particular capabilities, interests and personal circumstances.
- c. The selection process will encompass the evaluation and development of each Staff Employee and Staff Agent during his provisional period.

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In this manner, the individual's abilities, capabilities and deficiencies will be evaluated in order to determine his suitability for selection into the Career Staff. The selection process will include these stages of employee evaluation and development:

- (1) A review and determination of each individual's suitability for continued Agency employment prior to the expiration of the trial period, in accordance with [REDACTED]
- (2) The preparation of such Fitness Reports as are prescribed.
- (3) A review, ~~of each application for selection into the Career Staff~~, based on the selection criteria of job performance, personal conduct and evidence of intent to fulfill the obligations of Career Service, after the individual concerned gains eligibility for consideration by completing the provisional period.
- (4) The provision of continuing instruction and developmental guidance and assistance to each individual throughout the provisional period in order that he may demonstrate his suitability for membership in the Career Staff and to eliminate or satisfactorily resolve any deficiencies.

d. Consideration for selection into the Career Staff will be based upon formal application by personnel who have completed the provisional period. Those who fail to make application or whose applications are not accepted will continue to possess the benefits accorded to U.S. Government employees by law.

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- e. After consideration for selection into the Career Staff the individual is either:
- (1) Accepted into the Career Staff (Type A) or
 - (2) Action is deferred (Type B) or
 - (3) Acceptance is denied into the Career Staff (Type C).
- f. If an individual applies for membership in the Career Staff and is not accepted, he will be informed of the reasons for the rejection or deferment and he will be given assistance and guidance in order to correct or eliminate the causes of his rejection or deferment and to have an opportunity to demonstrate his suitability for future application and selection into the Career Staff.

5. ORGANIZATION OF THE CIA SELECTION BOARD AND PANEL OF EXAMINERS

a. CIA SELECTION BOARD

- (1) The CIA Selection Board is established and will consist of ~~nine~~ seven voting members or their alternates including the ~~Assistant~~ Director ~~for~~ of Personnel who will act as permanent chairman. A quorum of the Board shall consist of four present voting members or their alternates. The Director of Central Intelligence will appoint two voting members and two alternates each from the Offices of the Deputy Directors (Plans), (Intelligence), and ~~(Administration)~~ (Support) ~~and one~~ voting member and one alternate each from the offices of the

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~~Director of Training and of the Assistant Director for~~
~~Communications and one alternate from the Office of Personnel.~~

These appointments will be made for one fiscal year in each case. Individuals appointed to the Board may be reappointed however, at the expiration of their period of service.

In the event that the ~~Assistant~~ Director ~~for~~ of Personnel is temporarily unable to serve as chairman, he will designate an acting chairman from among the members or alternates to serve in his place.

- (2) The CIA Selection Board will be provided a Secretariat consisting of a full-time Executive Director and such other administrative and clerical personnel as are required by the Board. The Executive Director will be selected by and function under the direction of the ~~Assistant~~ Director ~~for~~ of Personnel.

b. PANEL OF EXAMINERS

- (1) A Panel of Examiners is established and will consist of members of the Career Staff, GS-14 ~~and~~ or above.

- (a) Each of the Career Services in the Agency will have generally proportional representation on the Panel based on its personnel strength and the anticipated work load as of the beginning of each fiscal year, except that at least one member will be named to the Panel from each Career Service.

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- (b) Members of the Panel of Examiners will be appointed by the Director of Central Intelligence from among those nominated by the Heads of Career Services after he has received the recommendations of the CIA Selection Board.
- (2) Examining Panels convened pursuant to this Regulation will consist of at least three ~~noting~~ examiners selected by the Executive Director. Examiners will be chosen in a manner that will be appropriately representative of Agency interests. The Executive Director or his designee will serve as nonvoting chairman on each Examining Panel.

5. RESPONSIBILITIES

a. ~~ASSISTANT~~ DIRECTOR ~~FOR~~ OF PERSONNEL

The ~~Assistant~~ Director ~~for~~ of Personnel is responsible for directing the selection program herein established and will ensure that the program is administered in accordance with personnel policies of the Agency. He will recommend to the Director of Central Intelligence such additional policies and procedures as he may consider necessary. The ~~Assistant~~ Director ~~for~~ of Personnel is responsible for notifying employees when they ~~satisfactorily~~ complete their provisional period and thus become eligible to apply for selection into the Career Staff.

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b. CIA SELECTION BOARD

The CIA Selection Board is responsible for formulating appropriate criteria for selection into the Career Staff ~~and for~~ discharging the responsibilities assigned to it by this Regulation and entertaining appeals by individuals.

c. PANEL OF EXAMINERS

Subject to the direction of the CIA Selection Board, Panels of Examiners are responsible for performing the activities assigned to them as specified in this Regulation.

d. SUPERVISORS

- (1) Supervisors are responsible for completing Fitness Reports on employees under their immediate jurisdiction and for recommending that such employees either be retained in Agency employment or be separated from CIA prior to the expiration of their trial period. They are also responsible for recommending the acceptance or rejection of such employees for membership in the Career Staff ~~prior to~~ when the expiration of their provisional period has been completed.
- (2) Supervisors at all levels are responsible for assisting and instructing employees under their jurisdiction to eliminate any general weaknesses or specific deficiencies in performance detected during their trial period. They are also responsible for assisting employees who have completed their trial period to overcome any inadequacies that might prevent their eventual selection into the Career Staff.

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c. HEADS OF CAREER SERVICES

Heads of Career Services are responsible for reviewing ~~and~~
~~submitting~~ *of* the recommendations of supervisors specified in
 d. above and ~~referring appropriate cases~~ *then forwarding their*
own recommendations to the ~~Assistant Director for Personnel~~
Executive Director of CIA Selection Board for further review
 and action as herein described.

d. FITNESS REPORT

- a. The Fitness Report Form No. 27-155, *will be used to evaluate*
 Staff Employees and Staff Agents during their trial and
 provisional periods.
- b. Fitness Reports will be executed for each Staff Employee and
 Staff Agent upon the completion of the following periods of
 service from the effective date of his entrance on duty:
 - (1) Nine months' service
 - (2) Twenty-one months' service.
 - (3) Thirty-three months' service, *and*
 - (4) At least annually thereafter.

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6. PROCEDURES

a. APPLICATION FOR MEMBERSHIP IN THE CAREER STAFF

- (1) Upon the completion of the three-year provisional period, an individual is entitled to make application for membership (Attachment) in the Career Staff unless formal action is pending which may lead to termination of the individual's employment. Failure to apply for membership in the Career Staff at the end of the provisional period does not ~~not~~ preclude the individual's right to make future application. The effective date of selection into the Career Staff will be as prescribed by the CIA Selection Board.
- (2) An official notification of an employees eligibility to apply for membership will be forwarded by the ~~Assistant~~ Director ~~for~~ of Personnel to the individual concerned. The individual will be required to make application within 90 days of the date of ~~the~~ notification or to reply by memorandum stating why he does not desire to become a member of the Career Staff.
- (3) The application or the memorandum of reply will be ~~forwarded~~ submitted by the individual through official channels to the Head of the Career Service concerned, together with any comments by appropriate supervisors.

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- (4) Determination of the suitability of Staff Employees and Staff Agents will be processed as follows:

- (a) The Head of the Career Service concerned will review the application and obtain the comments of the appropriate Career Board if such comments are desired. He will forward the application to the Executive Director of the CIA Selection Board together with his recommendation within 90 days of dated signature of applicant. Upon receipt of the application, the Executive Director will ensure that eligibility requirements have been met, will assemble all available documentation pertinent to the case and will convene an Examining Panel to consider the application.
- (b) In the case of a person who is on duty as of 1 July 1954, an abbreviated review will be conducted by the Examining Panel on which it will base its recommendation to the CIA Selection Board. After considering the recommendation of the Head of the appropriate Career Service and of the Examining Panel, the CIA Selection Board will determine whether the full procedure outlined in (c) below will be followed or whether it will make its decision based on the data then available.
- (c) In the case of a person who enters on duty after 1 July 1954, the Examining Panel will consider

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- (b) In all cases, the Examining Panel will base its recommendations to the CIA Selection Board on all pertinent information, concerning the employee, that is professionally appropriate and operationally secure, including information furnished by the Office of Personnel, Office of Security, Office of Training, Medical Staff, Office of the Comptroller, The Inspector General, Inspection and Review Staff and the organizational component and Career Service having jurisdiction over the individual. If necessary, the Panel may request further information from the offices concerned.
- The Examining Panel ~~will~~ may interview the individual and, if desired, his supervisor or other Agency employees.
- Responsibility for interviewing applicants GS-8 and below may be delegated by the CIA Selection Board to the Head of the appropriate Career Service.*
- (c) If an Examining Panel considers that information available to it on a particular case appears to be inconsistent with the recommendation of the Head of the Career Service concerned or might not have been available to him when his original recommendation was made, the Executive Director of the CIA Selection Board will forward such information to him on an EYES ONLY basis. This will enable the Head of the Career Service to reconsider his original recommendation in the light of any new information and to modify it, if he

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so desires. Upon receipt of his reply, the Executive Director will forward the case directly to the CIA Selection Board without further review by an Examining Panel.

- (d) If the individual is overseas at the time he becomes eligible for membership in the Career Staff, ~~the~~ and if an interview by the Examining Panel is felt necessary, the the consequent decision on the acceptance of his application for membership in the Career Staff may be deferred until he is physically available in headquarters.

If the head of a Career Service requests consideration of an individual's application/prior to his departure for overseas duty, he may be interviewed by an Examining Panel at any time following the successful completion of the second year of his provisional period. If the employee is recommended for membership at that time, his membership in the Career Staff, when finally approved, will be effective as of the completion of his provisional period.

- (e) The Examining Panel will recommend to the CIA Selection Board ~~either~~ that the employee be selected into the Career Staff, his case be deferred, or that his selection be disapproved.

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- (f) The CIA Selection Board on behalf of the Director of Central Intelligence will take formal action on the recommendation of the Examining Panel.
- (g) When the finding of the CIA Selection Board is in disagreement with that of the Head of the Career Service, this fact shall be reported to him. He may either accept the Board's decision or refer the case, within ten working days, for final decision by the Director of Central Intelligence.
- (h) The ~~Assistant Director of Personnel~~ Chairman of the CIA Selection Board will officially notify the individual by memorandum of the action of the CIA Selection Board ~~and will place a copy of its determination in his Official Personnel Folder.~~ The individual will acknowledge receipt of this memorandum. It is forwarded through the Head of the Career Service to the Executive Director of the CIA Selection Board. The acknowledged memorandum of the individual together with his original application is then placed in his Official Personnel Folder.

b. SEPARATION FROM THE CAREER STAFF

- (1) If an individual's employment as a Career ~~Staff~~ Employee ~~or Career Staff Agent~~ is terminated, his membership in the Career Staff is automatically cancelled. If he is subsequently re-hired he is not a member of the Career Staff until he has re-applied for membership and the above procedures have been followed.

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- (2) If an individual elects to resign from membership in the Career Staff but wishes to retain his status as a Staff Employee or Staff Agent of CIA, he will so notify the CIA Selection Board in writing through the Head of his Career Service, stating his reasons in full. ~~The Board will not consider such a request except under unusual circumstances.~~ The Board will take formal action and will notify the member of its findings in writing.
- (3) Recommendations for the removal of an individual from Career Staff must be submitted to the CIA Selection Board through the Head of the Career Service for his review and comments. No request for removal will be considered by the Board until it has been reviewed by the Head of the Career Service concerned.
- (4) ^{recommendation of} Subject only to the disapproval of the Director of Security, the CIA Selection Board will ensure that each individual, whose removal from the Career Staff has been recommended, will be interviewed ~~either~~ by the Board or referred ~~to~~ an *Examining Panel.* *at its discretion by* *offered the*
- (5) Separation of an individual from the Agency will be governed by applicable Agency Regulations.

ALLEN W. DULLES
Director of Central Intelligence

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CENTRAL INTELLIGENCE AGENCY
WASHINGTON 25, D. C.

ER 7-0605

OFFICE OF DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE

26 May 1955

MEMORANDUM FOR: Chairman, CIA Honor Awards Board

THROUGH : Deputy Director (Support)
Chairman, CIA Career Council

There is returned herewith your memorandum of 9 February 1955 without approval since the recommendations, if approved, do not provide for the award of a CIA decoration to personnel detailed to CIA, except where a recommendation to the person's parent agency is "inadvisable". It is recommended that more flexibility be maintained for the discretion of the Director of Central Intelligence to either award a CIA decoration or to make a recommendation to such detailed person's parent agency.

/s/

C. P. CABELL
Lieutenant General, USAF
Deputy Director

Attachment

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17 JUL 1955

MEMORANDUM FOR: Members, CIA Career Council

SUBJECT : Appointment of Staff of Provisional Headquarters Unit, CIA Military Reserve

1. PROBLEM

Selection and appointment of a staff for a Provisional Headquarters Unit, CIA Military Reserve.

2. FACTS BEARING ON THE PROBLEM

Memorandum for the Deputy Director of Central Intelligence from the Director of Personnel, subject: "Reorganization of Agency Reserve for Training Purposes," dated 13 May 1955 proposed that:

a. Agency sponsored military reserve units be reorganized for training purposes into the following provisional units:

Headquarters Unit
European Command Unit
Far East Command Unit
Pacific Command Unit
Near East Command Unit
Western Hemisphere Command Unit

b. A senior reserve officer be selected as the officer in charge of the provisional units, such selection to be made by the Director of Personnel subject to the concurrence of the Career Council.

3. DISCUSSION

a. The memorandum referred to in paragraph 2 above proposed that the training program for Fiscal Year 1956 be phased as follows:

- (1) Phase I - Orientation on CIA's Wartime Mission
- (2) Phase II - Military Proficiency Training
- (3) Phase III - Area and Functional Training

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TO: Director of Central Intelligence

9 February 1955

SUBJECT: Staff Study on Intelligence Decorations

1. PROBLEM:

To establish policy regarding award by CIA of intelligence decorations to personnel of other U. S. Government Departments and Agencies.

2. FACTS BEARING ON THE PROBLEM:

- a. The purpose of most awards programs is recognition of outstanding performance. Such recognition usually includes public announcement and tangible evidence of the award.
- b. Within CIA recognition must be adjusted to security requirements. To accomplish this the four CIA decorations were created to recognize outstanding performance by CIA personnel in the intelligence field. The National Security Medal and the Medal of Freedom may also be awarded for such service in accordance with the governing Executive Orders.
- c. Military and Foreign Service personnel may also warrant recognition for service performed for CIA. For military personnel the practice of CIA has been to recommend to the parent service the award of a military decoration on the assumption that such decorations are of greater value career-wise for these personnel than are CIA decorations. Further, when such action is taken, public recognition presents a lesser security problem. A secure channel has been established to allow for oral presentations by CIA representatives to military awards boards.
- d. No recommendations for Foreign Service personnel detailed to CIA have been forwarded to the Honor Awards Board. However, a suggestion has been made that an Ambassador whose cooperation bore largely on the success of a CIA operation be awarded an intelligence decoration.

3. DISCUSSION:

- a. It is believed that detailed Foreign Service personnel will seldom engage in sensitive operations. Though CIA awards might be granted in these cases, those of the Foreign Service would seem more desirable.
- b. Recognition of the assistance and cooperation of a State Department Chief of Mission further complicates consideration of a CIA award.
 - (1) Any CIA award received by an Ambassador or Minister would have an intelligence implication incompatible with his status, and it may well be considered inappropriate by the recipient and his fellows since they may feel that they are untainted by CIA type activities even though they cooperate with the Agency.

(2) It must be assumed that knowledge of such an award (whether classified or not) will become known among the recipient's colleagues, and, further, that knowledge of the award might become public, thus confirming conjectures that the State Department engages in clandestine intelligence work.

c. The intelligence connotation attached to the National Security Medal would categorize it with CIA decorations in the situations outlined above. No such connotation is attached to the Medal of Freedom.

h. CONCLUSIONS:

a. That CIA Honor Awards be reserved for CIA personnel, and that such awards should not be made to personnel of other agencies.

b. That the present method of recommending military decorations for military personnel detailed to CIA is sound.

c. That, as required, CIA develop liaison similar to that existing with the Department of Defense with other agencies for the purpose of obtaining recognition for personnel cooperating with (or detailed to) CIA.

d. That existence of such liaison should not preclude CIA from awarding CIA decorations to detailed personnel if parent agency action is deemed inappropriate.

5. RECOMMENDATIONS:


a. That it shall be the general policy of CIA to award CIA decorations for service in the intelligence field only to CIA personnel.

b. That such service performed by personnel of other agencies in cooperation with or in support of CIA shall be recognized by a recommendation to the parent agency for the award of an appropriate decoration and that channels be established for such action.

c. That when action as outlined in b. is inadvisable, it shall be the policy to consider award of CIA decorations for outstanding service by personnel detailed to CIA (both military and civilian).

d. That CIA will not recommend awards of the National Security Medal to Personnel of other government departments and agencies in those cases where the intelligence connotation of such awards would be damaging.

/s/


Chairman,
CIA Honor Awards Board

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Concur:

Approve:

SIGNED

Chairman, CIA Career Council

Director of Central Intelligence

Date: 6 APR 1955

Date: _____

-3-

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CENTRAL INTELLIGENCE AGENCY
WASHINGTON 25, D. C.

ER 7-0607

OFFICE OF DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE

26 May 1955

MEMORANDUM FOR: Chairman, CIA Honor Awards Board

THROUGH : Deputy Director (Support)
Chairman, CIA Career Council

1. There is returned herewith your memorandum of 23 February 1955 without approval.

2. An informal survey conducted by my Office indicates a sufficient interest in ribbons to accompany CIA awards to preclude the complete shutting out of the idea of ribbons, as recommended in the 23 February memorandum. Addition of ribbons to the plan will then provide us with maximum flexibility for our awards. It is recommended that such ribbons be designed.

/s/

C. P. CABELL
Lieutenant General, USAF
Deputy Director

Attachment

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2. February 1955

SUBJECT: Staff Study on Ribbons to Accompany CIA Awards

1. PROBLEM:

To determine whether CIA Honor Award medallions, as previously approved, shall or shall not be accompanied by distinguishing ribbons and/or lapel buttons. CIA Honor Awards are: Distinguished Intelligence Cross, Distinguished Intelligence Medal, Intelligence Star and Intelligence Medal for Merit.

2. FACTS BEARING ON THE PROBLEM:

a. The Honor Awards Board has agreed upon designs for the above-mentioned awards and has forwarded these designs for approval. These designs can be used regardless of whether or not they are accompanied by ribbons or lapel buttons.

b. A military decoration is normally awarded with a ribbon that can be worn on the uniform and a lapel button that can be worn on civilian clothes. The approved CIA Honor Award medallions are suitable only for display purposes in a case, frame or stand. Such medallions generally are not accompanied by a distinguishing ribbon or a lapel button. If a ribbon were to be issued it could be worn on military uniforms only with specific authorization from the Secretary of Defense; both a ribbon on the uniform and a lapel button on civilian clothes could be worn only with approval of the Security Office, CIA.

3. DISCUSSION:

The CIA Honor Awards are intended primarily for civilian employees of the Agency. Military personnel assigned to CIA who are deserving of awards are normally given military awards upon recommendation made to the parent service by CIA, (see Honor Awards Board Staff Study on this subject dated 9 February 1955). In view of the general anonymity deemed desirable of Agency civilian personnel, it would seem to be incongruous to recognize CIA service by a wearable ribbon, badge, or button. If a CIA award is made to a military individual he would have received this award only because security implications made it impossible to award a military decoration; hence security implications would be such that the recipient would not be allowed to wear it under any circumstances.

The National Security Medal, authorized by Executive Order, it should be remembered, is not limited to CIA personnel, and its possession does not necessarily reflect CIA affiliation or service.

4. CONCLUSIONS:

a. That the medallion without ribbon or lapel button is a recognized and dignified form of honor award, first used by the United States in 1776.

b. That public display of a CIA Award is generally undesirable.

That the issuance of a ribbon and/or lapel button with a medallion is not necessary and is counter to sound security practice.

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5. RECOMMENDATION

That CIA Honor Awards be the approved medallions without ribbon or lapel button.

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Chairman CIA Honor Awards Board

Concur:

Approve:

SIGNED
Chairman, CIA Career Council

Date: 6 APR 1955

Deputy Director of Central Intelligence

Date: _____

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b. Based on the above phased program, organization into provisional area units for training purposes will not be required until the latter part of Fiscal Year 1956. However, it is believed that the Provisional Headquarters Unit should be organized at an early date in order that the staff of that unit may assist in the preparation and supervision of the inactive duty training program and in the organization of the provisional area units.

c. Although the memorandum referred to in paragraph 2 above provided for designation of only the officers in charge of the provisional units, it is believed that the entire staff of the Headquarters Unit should be designated in order to ensure that proper military and Agency component representation is maintained.

d. Those reservists whose mobilization designation would place them in the functions under the control of the DD/I and DD/S, as well as headquarters components of the clandestine services, will be assigned to the Provisional Headquarters Unit. The peacetime function of this unit, in part, will be to assist in the coordination of the organization and training of all CIA military reservists. Therefore, the officers designated by the Military Departments as Commanding Officers of the CIA sponsored reserve units should be utilized to make up the staff of the Provisional Headquarters Unit, especially when it is considered that those officers designated by the Military Departments will continue to be responsible to the Service concerned for the administration and training of the reservists assigned to their units.

4. CONCLUSIONS

Based on the discussion above, it is concluded that:

a. The Provisional Headquarters Unit should be organized and staffed at an early date in order that the staff may assist in the organization and training of the other provisional units.

b. The Officer in Charge and the staff should be designated in order to ensure that military and Agency component representation is maintained.

c. The officers designated by the Military Departments as Commanding Officers of the CIA sponsored reserve units should be utilized in staffing the Headquarters Unit.

5. RECOMMENDATION

It is recommended that the following named Agency military

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reservists be approved for initial assignment to the Provisional Headquarters Unit in the positions indicated:

<u>Position</u>	<u>Name</u>	<u>Reserve Assignment</u>	<u>Agency Assignment</u>
Officer in Charge	Col. [REDACTED]	CO Army Res Unit	DD/P
Executive Officer	Col. [REDACTED]	CO Marine Res Unit	DD/I
Personnel Officer	Col. [REDACTED]	Member Army Res Unit	DD/S
Intelligence Officer	Capt. [REDACTED]	CO Navy Res Unit	DD/S
Operations Officer	Col. [REDACTED]	Member Army Res Unit	DD/S
Logistics Officer	Col. [REDACTED]	CO AF Res Unit	DD/S

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[REDACTED]

Harrison G. Reynolds
Director of Personnel

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